



THE FLETCHER GROUP

Impact Report



Fletcher
Group

BUILDING RECOVERY ECOSYSTEMS

2025

Table of Contents

03

Introduction

04

Our Story

05

Areas of Focus

06

Our Impact

08

Getting the
Word Out

09

Recovery
Housing

10

Workforce
Development

11

Tribal
Engagement

12

New Partners
and Services

14

The Economic
Calculator

15

Learning
Center

16

Major
Initiatives

20

Original
Research

21

Research
Projects

29

Peer-Reviewed
Publications

30

What
Clients Say

Introduction

2025 was a year of historical and exceptional importance as the Fletcher Group launched new strategic partnerships of unprecedented size and scope with prominent government agencies, including the United States Department of Housing and Urban Development and the Appalachian Regional Commission. While continuing its work as a HRSA-funded RCORP Rural Center of Excellence on SUD Recovery, the Fletcher Group continued to have a major impact by helping restore lives, reunite families, and invigorate communities across America.

Documentation and Accountability

Detailed documentation of outcomes is essential to earning the trust and support of stakeholders. That's why the Recovery Kentucky program, upon which our recovery ecosystem model is based, has documented its results in an annual report for each of the past 13 years—longer and more comprehensively than any other recovery program and with outcomes equal to or exceeding the most effective programs in the nation.

Evidence-Based Best Practices

The development of evidence-based best practices brings much-needed innovation to an industry that has traditionally operated without the benefit of established standards, methods, and techniques.

The Fletcher Group is proud to lead that effort not only by facilitating recovery housing and associated programs and services but by also conducting cutting-edge research that is shared through thousands of technical assistance encounters as well as peer-reviewed publications.

Our Story So Far

Our Mission

To expand the capacity and quality of recovery ecosystems by conducting and publishing original research, informing best practices, and serving as a field catalyst for the kind of breakthrough change that can help society see substance use issues through a public health, rather than a punitive, lens.

Our Purpose

To facilitate evidence-based prevention, promote effective recovery treatment, and establish high-quality community-based recovery housing in communities from coast to coast.

30 staff
members in 11
different states

1 of 5

with self-
disclosed lived
experience



Continuing Areas of Focus

1

Evidence-Based Best Practices

Whether you're a business offering a product or a non-profit providing a service, the measure of success is the same: Does it improve people's lives? That's a question we ask constantly at the Fletcher Group. We answer it by developing and disseminating evidence-based best practices and science-based tools that can help reduce return to use rates while making treatment more accessible and affordable.

2

Original Research

Research is not just important. It's imperative, particularly in a recovery industry that's been largely unregulated and under-studied. Our six-member research team works tirelessly to help us codify evidence-based best practices so that we can provide the most effective technical assistance possible while helping raise public awareness that long-term recovery is not only possible but essential to public health and well-being.

3

Meaningful Employment

Recovery is more than remaining abstinent. It's a multifactorial, non-linear process requiring the development of numerous "recovery capital" resources. In 2025 we initiated several new ground-breaking programs to help those in recovery not only pay the bills but also build the pride, confidence, and life skills made possible by meaningful employment.

4

Thought Leadership

Working as a field catalyst, the Fletcher Group continues to work across silos to untangle the knots and address the critical capability gaps that prevent so many Americans from getting the help they need. By thinking outside the box, we're able to fill voids in our industry's skill set, spot the white space for breakthrough change, and plot a long-range map for achieving the sweeping, transformative change in recovery services and treatment America so desperately needs.

Our 2025 Impact

Expanding the capacity and quality of recovery housing and associated programs and services



45

Active States

50 since 2019



2,069

Partners/Clients

7,215 since 2019



3,670

TA Encounters

17,081 since 2019



466

Trainings

2,213 participants



5

Peer-Reviewed

Publications (19 total)



21

Research Projects



10

Rural Houses Built

With 100 new beds



74

Housing Projects



\$3.8 M

In New Funding

Generated for clients

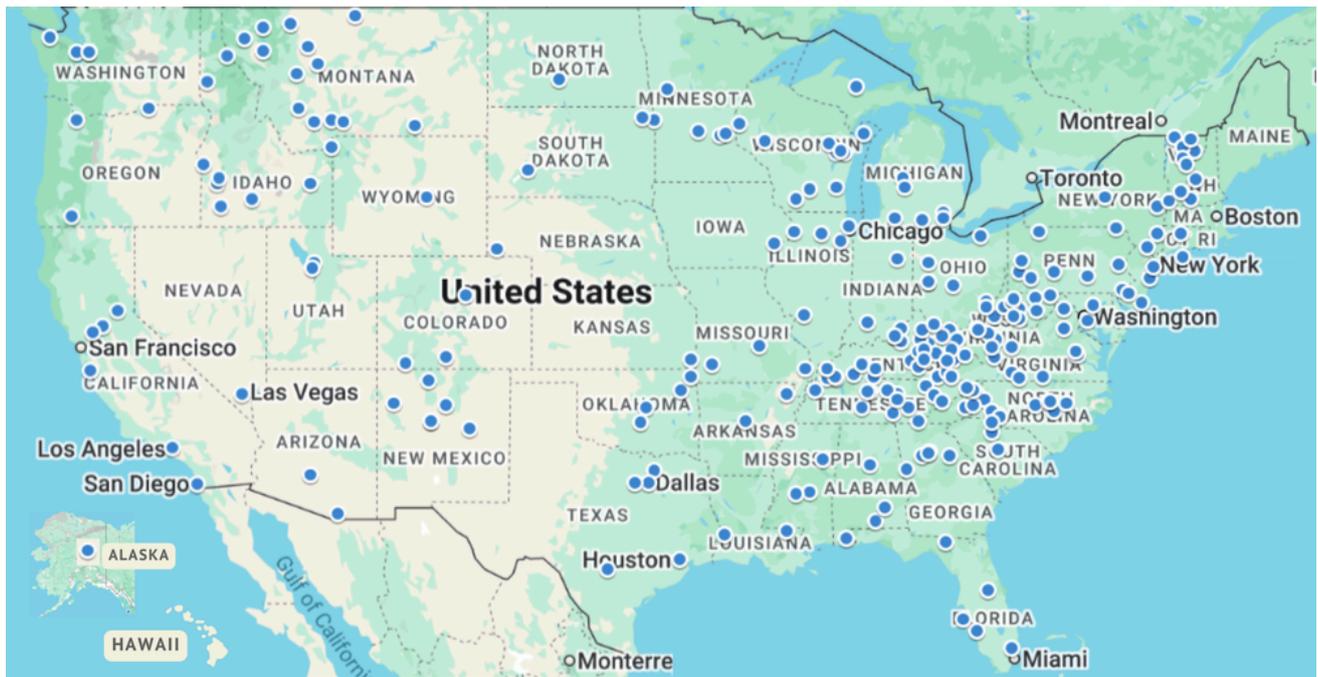
50

States

17,081

Technical Assistance Encounters

Since 2019



Over 50 Recovery Housing Resource Guides

- How to Build Rural Recovery Housing
- How to Raise Funds
- How to Engage and Organize Communities
- How to Create a Community Needs Assessment
- How to Hire an Executive Director
- How to Select a Site
- How to Choose the Right Life Skills Curriculum
- How to Create a Recovery to Work Program
- How to Use Low-Income Housing Tax Credits
- How to Manage Food Costs
- How to Handle NIMBYism
- How to Start a Positive Reinforcement Program
- How to Implement Medication-Assisted Recovery
- How to Communicate in a Crisis
- How Quick Response Teams Benefit Rural RH

Getting the Word Out

Since its launch in 2018, *fletchergroup.org* has grown steadily and dramatically. As of December 31, 2025, the site features more than 250 web pages, over 1,200 images, and nearly 450 downloadable pdfs, including 60 topic-specific newsletters, scores of Success Stories from around the country, over 20 recovery home How-To Guides, and a multitude of brochures, flyers, infographics, charts, and technical papers. As a result, evidence-based guidance in recovery best practices can be accessed instantly with just a few clicks from any device.

Over 80 Videos

Over 80 videos produced and hosted on the Fletcher Group [YouTube Channel](#) have generated equally impressive interest with 41,949 views, 615,658 impressions, and 6,200 watch hours since the channel's launch in 2020.

250,000 Page Views

From January 1 to December 31, 2025, the Fletcher Group website recorded 26,848 sessions and 56,799 page views, bringing the lifetime totals to nearly 85,000 sessions and over 250,000 page views. The most visited web page is titled, "Technical Assistance for Building Safe, Sustainable Recovery Housing."

Recovery Housing

The Fletcher Group significantly expanded access to safe, sustainable recovery housing in rural communities from coast to coast in 2025. Through targeted technical assistance, strategic planning support, capital stack development, workforce integration, certification guidance, and economic modeling, the Fletcher Group helped partners successfully open ten new recovery homes and add 100 new recovery beds during the calendar year. The new homes included men’s, women’s, and co-ed facilities as well as those for specialized populations, such as mothers with children and justice-involved individuals.

Several projects involved Level II and Level III NARR-certified housing, thereby reinforcing quality standards and long-term program sustainability while significantly strengthening local recovery ecosystems in underserved rural regions.

The results demonstrated measurable, infrastructure-level impact by expanding rural recovery housing capacity, strengthening program quality, and accelerating the development of comprehensive recovery ecosystems nationwide.

PROJECT	GOAL	BENEFITS
<i>Community Compass</i> program funded by the U.S. Department of Housing and Urban Development	To serve as a “TA arm of HUD,” providing technical assistance and capacity-building innovations to assist HUD customers, including grantees, public housing authorities, and tribes	<ul style="list-style-type: none"> • Outcome-focused integration of healthcare and recovery housing, including environmental scans, needs assessment, strategic planning, program management, data reporting, data analysis, and training—both self-directed and in groups
<i>Successful Life Skills (SLS)</i> training funded by the <i>Elevance Health Foundation</i>	Make life skills training more widely available to recovery housing and support services organizations	<ul style="list-style-type: none"> • 935 participants from 69 different organizations • 44 staff members from recovery organizations trained and certified as facilitators to extend the benefits far and wide

Workforce Development

There's no getting around it: Employment is as important to a sense of fulfillment and dignity as it is to financial independence. Without it, the lasting abstinence and behavioral change needed to transform lives and empower communities can be hard to come by.

Workforce development was one of the most impactful initiatives launched by the Fletcher Group in 2025.

In partnership with both established and transitional organizations, the Fletcher Group delivered in 2025 a total of 38 workforce trainings in support of 30 different organizations.

As a result, 66 individuals took courses in everything from employment coach training to employer education, all of which helped expand the recovery-to-work pipeline by improving job readiness and retention among people in recovery.



The Best Is Yet to Come

Thanks to a new ARISE grant from the Appalachian Regional Commission, the Fletcher Group's workforce development efforts will expand exponentially in the coming year.

In coordination with nine regional partners across Georgia, Kentucky, North Carolina, Tennessee, Virginia, and West Virginia, the Fletcher Group will take the lead in strengthening local recovery ecosystems by developing and implementing a comprehensive recovery-to-work strategy that will train employers to implement recovery-ready workplace policies while equipping recovery housing operators with the tools and knowledge needed to prepare residents for employment.

The peer-supported coaching and training will help people in recovery successfully reintegrate with society by giving them the income, routines, collegial relationships, and sense of purpose that goes missing without gainful, meaningful employment.

By supporting employers, recovery housing providers, and recovery ecosystems, the Fletcher Group will also help Appalachian communities improve economic opportunity and build recovery-to-work pipelines for a stronger labor force.

Tribal and Indigenous Community Engagement

In 2025, the Fletcher Group expanded its direct engagement with Tribal and Indigenous communities, strengthening recovery housing and recovery ecosystem development in New Mexico, Montana, Alaska, and South Dakota.

In New Mexico, Fletcher Group technical assistance supported the successful opening of Hózhó House, a 14-bed Level II recovery home serving rural and Native populations.

In Roberts County, South Dakota, Lake Traverse Reservation opened a 12-bed men's house that has begun accepting residents.

Also in South Dakota, the Fletcher Group provided ongoing technical assistance to Oeya Luta, a Lakota-led tribal nonprofit advancing the development of a planned 100-bed, culturally responsive recovery facility, including business case development and capital strategy planning. In Alaska, the Fletcher Group engaged with the Organized Village of Kasaan (Prince of Wales Island) to support rural recovery housing planning and ecosystem development efforts.

In Montana, engagement deepened through partnership development and leadership collaboration with tribal-serving recovery organizations, including board-level involvement supporting rural and native recovery initiatives.

Oaye Luta Okolakiciye

MOVING FORWARD IN A SACRED WAY



Organized Village of Kasaan





New Partners

1

HUD Center of Excellence

Thanks to a HUD Community Compass award that designates the Fletcher Group as a Recovery Housing Center of Excellence, we are providing cross-cutting and targeted guidance to HUD programs and customers while integrating our efforts with other HUD programs, such as Continuum of Care and Emergency Solutions Grants, to maximize housing outcomes for people in recovery.

One of our focus areas with our cross-cutting TA award is HUD's Recovery Housing Program. This innovative pilot program is designed to help individuals in recovery become stably housed on their path to recovery and self-sufficiency.

Through our work in multiple states, we are helping advance housing proposals, improve readiness for HUD funding rounds, and coordinate RHP-funded recovery housing with broader homelessness, opioid settlement, and workforce systems, thereby strengthening the infrastructure for transitional and reentry housing in those communities that have been impacted the most by overdose deaths.

2

ARISE

Thanks to a \$9.2 million *Appalachian Regional Initiative for Stronger Economies* (ARISE) grant funded by the the *Appalachian Regional Commission*, the Fletcher Group is leading a new *Connect Appalachia* project to address critical workforce shortages and expand economic opportunity while strengthening recovery ecosystems across the Appalachian region.

Using a Recovery-Ready Workplaces (RRW) training and education model created during a previous ARISE planning project, the region-wide initiative will serve the economic interests of over 2,500 businesses in 252 communities.

The goal is to provide job-readiness and recovery-friendly workplace training plus job-placement resources to 1,500 people recovering from substance use disorder in the six states of Georgia, Kentucky, North Carolina, Tennessee, Virginia, and West Virginia.



New Services

1

Funds Generation

Non-profits have always faced critical funding challenges. Unpredictable government funding has increased that uncertainty with roughly a third of nonprofits experiencing government funding disruptions, including delays, freezes, or losses. Combined with a significant drop in both small-dollar donors and major donor support, three out of four non-profits now report stagnant or decreased funding.

To address those challenges, the Fletcher Group helps clients define clear, specific goals that resonate with funders and then demonstrate the value of their positive socio-economic impact with tools like our Economic Calculator (see next page).

We also make a concerted and direct effort to help clients secure the funding needed to continue the good work they do. In 2025, our in-depth knowledge and experience with both public and private funding sources resulted in the generation of several million dollars worth of grants and other funding for our non-profit clients—\$3,388,000 to be exact—all of which we work to make sure is spent as wisely as possible to make a real difference in people's lives.

2

Program Evaluation

By identifying strengths and weaknesses, program evaluations help managers and funders make wiser, evidence-based decisions while fostering continuous improvement through lessons learned. They also play a key role in providing the accountability and outcomes documentation needed to maintain stakeholder support and secure funding.

Program evaluations and comprehensive needs assessments are not a new activity for the Fletcher Group, but 2025 was certainly a banner year in terms of gathering and transforming data into actionable, evidence-based recommendations and strategies that help clients ensure that their work aligns fully with intended goals and is conducted as effectively, efficiently, and successfully as possible.

One example is the 212-page *Recovery Ecosystem Report* produced for the *Burke County Health Department of North Carolina*. By comprehensively scanning and evaluating resources and gaps in 12 western North Carolina counties, the report encouraged regional collaboration while providing the knowledge and strategies needed to access, coordinate, and maximize available resources.



The Economic Calculator

The Gift That Keeps On Giving

The Fletcher Group Economic Calculator debuted prior to 2025 but took full flight last year with more than 300 reports created since its inception. Requests were received from over 200 different organizations who received or anticipate receiving \$31.5 million in funding as a result of using the calculator and associated technical assistance provided by the Fletcher Group.

How Does It Work?

The Economic Calculator succeeds where other efforts fail by quantifying in dollars and cents the many economic benefits derived from effective recovery programs, including avoided healthcare costs, avoided criminal justice costs, avoided productivity costs, and individual health valuations. Beneficial to all kinds of recovery programs, from recovery homes and residential treatment programs to outpatient programs and recovery community organizations, the tool helps clients win the support of private citizens, community service providers, funders, and government officials. Its ability to calculate the Return On Investment of potential financial outlays, including facility construction and land acquisition, also help clients write winning grant proposals and applications.

A Proven Methodology

The methodology behind the Fletcher Group's Economic Calculator has been publicized in an in-depth article appearing in the *Journal of Benefit-Cost Analysis* published by Cambridge University Press. Its rapid dissemination, however, has been due to word of mouth of appreciative clients who have long sensed the social and economic value of the work they do but heretofore had no ready means of documenting it.

Breathtaking Results!

Of the \$3,768,000 that the Fletcher Group helped partners and clients gain in grants and funding awards in 2025, nearly ninety percent (\$3,361,440) was directly attributable to use of the Economic Calculator. By quantifying public cost savings, the Economic Calculator strengthened grant competitiveness, reduced community resistance, and significantly advanced long-term sustainability for rural recovery housing organizations.

Meeting the Need

The Economic Calculator exemplifies the Fletcher Group's role as field catalyst, spotting the white space for breakthrough change and thinking outside the box to address the critical capability gaps that have prevented so many Americans from getting the help they need.



Recovery

Learning Center



Lifelong learning is essential in the rapidly evolving field of SUD recovery, particularly in rural communities where access to best practices and professional training can be limited. The Fletcher Group's Recovery Learning Center addresses that gap by offering anytime, anywhere education designed expressly for recovery home owners, operators, staff, peers, and other recovery allies.

By enabling learners to quickly and easily build knowledge, strengthen skills, and stay current with emerging practices, the center enabled hundreds of users to take more than 200 courses in 2025, with many earning NAADAC-approved Continuing Education Credits.

New In 2025: Partner-Designed Landing Pages

In collaboration with state recovery house certifiers and peer support training providers, the Fletcher Group has launched a number of new landing pages featuring content designed by partners to involve, inform, and support the implementation of recovery service best practices.

Major Initiatives

1

Kentucky's Behavioral Health Conditional Dismissal Program

Kentucky Senate Bill 90, often referred to as "SB 90," established the *Behavioral Health Conditional Dismissal Program* to provide a court-supervised alternative to incarceration for eligible defendants with substance use or mental health conditions. The Fletcher Group was contracted to assist Kentucky's *Department of Behavioral Health, Developmental Intellectual Disabilities* in establishing and implementing policies and procedures and training community-based organizations to participate in the program and collect data. On behalf of the Kentucky Department of Medicaid Services' Recovery Residences Support Services, the Fletcher Group also recruited, contracted, and trained recovery home operators while administering placement, payments, quality control, outcomes monitoring, and reporting.

In 2025, SB90 enrolled 1,341 participants, reflecting strong system engagement and expanded diversion-to-treatment pathways. Enhanced communication systems and housing accountability tools further improved coordination between courts, treatment providers, and recovery housing partners.

SB90 in 2025 achieved measurable growth in referrals, active participation, treatment linkage, and statewide coordination, thereby advancing recovery access while reinforcing accountability and system integration.



2

HUD Center of Excellence for Recovery Housing

The U.S. Department of Housing and Urban Development is responsible for national policy and programs that help people and families find safe, affordable housing while ensuring equal housing opportunities. In 2024, the Fletcher Group was honored to receive a significant HUD award as HUD's Center of Excellence for Recovery Housing to provide recovery housing technical assistance and research for HUD-funded organizations that work to meet the needs of individuals experiencing homelessness, justice-involvement, mental health struggles, substance use issues, and those re-entering society from the criminal justice system.



Initiatives (continued)

3

RHOAR™ Level III Housing Projects in Virginia, Kentucky, and Tennessee

The Fletcher Group's RHOAR (Recovery, Hope, Opportunity, And Resiliency) projects implement the highly successful Recovery Kentucky model of Level III recovery housing that Fletcher Group founder and Chief Medical Officer Ernie Fletcher first pioneered when governor of Kentucky.

Financed in part through low-income housing tax credits, such facilities like the Cumberland River RHOAR Center for Women in Middlesboro, Kentucky can provide over a hundred people with a safe place in which to live, recover, grow, and reunite with loved ones.

The Fletcher Group is now exploring additional opportunities in Virginia, Tennessee, and elsewhere to create similar large-scale facilities that provide the full continuum of care—including drug withdrawal support, counseling, education and employment—to facilitate lasting abstinence and recovery.



RECOVERY
HOPE
OPPORTUNITY
RESILIENCE

4

Level II Recovery Housing in Colorado, Washington, and Wisconsin

The Fletcher Group is also active in helping develop substance-free Level II housing where peer accountability maintains a safe and healthy living environment for a smaller cohort of residents, typically between six and 12 individuals. Though the programming may be less robust than a larger Level III home, experience has shown them to be an effective first step on the journey to recovery. Fletcher Group Outreach and Engagement specialists in Colorado, Washington, and Wisconsin are currently working with stakeholders and local communities to create Level II facilities where outside clinical appointments work together with mutual aid groups to help individuals achieve and sustain recovery.

Initiatives (continued)

5

Recovery to Work Learning Collaborative

Quality of life, personal development, and sustained recovery from Substance Use Disorders are all enhanced by meaningful work experiences. The Fletcher Group assists communities in creating impactful workforce development initiatives to facilitate the employment of individuals recovering from Substance Use Disorders (SUD). The Fletcher Group provides recovery to work technical assistance—everything from communication and soft skills development to entrepreneurial training—to help fair chance job seekers achieve the kind of meaningful employment that's so important to long-term recovery.

6

Western Regional Action Partnership

The Fletcher Group was contracted by Burke County in North Carolina to serve residents with an SUD by engaging and working together with 11 nearby counties. Those efforts included the establishment by the Fletcher Group of the Western Regional Action Partnership (WRAP). Following extensive data gathering and analysis, including in-person listening sessions with local leaders and providers, the Fletcher Group produced a 212-page 2025 Recovery Ecosystem Report packed with practical, evidence-based recommendations to expand the region's capacity and provide a more complete continuum of care. The project culminated in a regional meeting of nearly 50 local leaders, health partners, and community stakeholders, including Fletcher Group Founder and Chief Medical Officer Dr. Ernie Fletcher who reflected on the substantial progress made in creating a more connected, responsive, and sustainable recovery system across western North Carolina.

Initiatives (continued)

7

Treatment Alternatives for Safe Communities

Treatment Alternatives for Safe Communities (TASC) is a not-for-profit organization that advocates for people in courts, jails, prisons, and child welfare systems who need treatment for alcohol/drug and mental health problems.

Funded by a grant from the Chicago office of the U.S. Justice Department's Bureau of Justice Assistance (BJA), TASC's Center for Health and Justice (CHJ) worked with the Fletcher Group to help grantee service providers develop and implement comprehensive, evidence-based strategies to assist those reentering society following incarceration.

By providing evidence-based subject matter expertise, tailored coaching, and other resources, the Fletcher Group helped reduce recidivism and rearrest, thereby enhancing public safety and community wellbeing.



8

WAQRR

The Fletcher Group contracted with the Washington Alliance for Quality Recovery Residences (WAQRR) to establish a data collection system to help recovery home operators document resident outcomes and report the outcomes to funders and other stakeholders. The Fletcher Group also provided best-practice technical assistance and training to recovery home operators, including webinars, in-person events on recovery home certification, all-day intensive overviews of recovery residences, reimbursement options, the National Alliance for Recovery Residences (NARR) model of recovery housing, and other emerging issues.



Original Research

Research is not just important. It's imperative, particularly in an industry like recovery housing that's been largely unregulated and understudied.

The research we do helps us fill voids in our industry's skill set, spot the white space for breakthrough change, codify evidence-based best practices, provide effective technical assistance, raise social consciousness, and plot a long-range map for achieving the sweeping, transformative change in recovery services and treatment so needed throughout America.



Knowing Better To Do Better

Whether it's how to keep a recovery home safe during a pandemic or how states can incorporate recovery housing within their continuum of care, all Fletcher Group research relates, in one way or another, to an accurate assessment of needs. You'll see that theme running through all of the research projects described on the following pages as we work to improve the quality and capacity of recovery housing and services across America.

Research Projects

1

St. Matthews in Southwest Florida

For over 35 years, St. Matthew's House has worked to ensure that no one in southwest Florida experiencing hunger, homelessness, or addiction is alone or without a pathway to recovery. The Fletcher Group supported that effort by conducting a mixed-methods program evaluation that assessed the program's effectiveness in terms of recovery outcomes like acquisition of employment, stable housing, and abstinence as well as areas for potential program quality improvement. The overall evaluation was completed in 2025. A manuscript detailing the program impacts on participating residents was published in the *Journal of Substance Abuse Treatment, Prevention and Policy* in 2025 and an additional manuscript highlighting the process evaluation findings is underway.

3

Small Employer Retention Project

Our partner on the HRSA grant, the University of Kentucky Injury Prevention and Research Center, developed a toolkit to support small businesses in employing individuals in recovery from substance use disorder.

2

Commonwealth Center for Fathers and Families

The Commonwealth Center for Fathers and Families (CCFF) seeks to improve child outcomes and enhance families and communities through positive engagement between fathers and their children. The Fletcher Group collaborated with CCFF from the fall of 2024 to the spring of 2025 to implement and evaluate the Fathers and Recovery (FAR) pilot within four recovery housing programs in rural Kentucky counties. FAR involved staff training on the Father Friendly Check-up, the provision of Harvard's Parenting in Recovery Curriculum, and house-selected father-centric activities and policies. The pilot evaluation found FAR to be a feasible, acceptable, and potentially sustainable intervention supporting fathers in recovery. Ongoing efforts to continue this work and disseminate results are underway.

Research Projects (continued)

4

CDC-Funded Evaluation of Kentucky's Access to Recovery Program

With a three-year grant from the Centers for Disease Control and Prevention, the Kentucky Injury Prevention and Research Center within the University of Kentucky's College of Public Health partnered with the Fletcher Group to conduct a rigorous evaluation of Kentucky's 25-county Access to Recovery (KATR) Program. The program provides recovery support services through a voucher program of last resort to individuals at or below the 200% poverty level who are diagnosed with a substance use disorder and are in treatment or early recovery. The participants prioritized for the program are those who are justice-involved, veterans, pregnant/postpartum, and parenting. The rigorous process and outcomes evaluation engaged program participants, KATR personnel, and community partners to assess the organization's processes, outcomes, and impacts.



5

Grin Grant Recovery Glue

Grin Grant Recovery Glue is an online aftercare program for people in recovery located in Kentucky that developed with support from Kentucky Opioid Abatement funds. The Fletcher Group is conducting a program evaluation to determine client satisfaction with the services offered, barriers associated with service access, and recovery outcomes among clients served, including recovery capital, attaining employment, and maintaining abstinence. Activities will also look at the implementation of the program model itself to identify successes and areas for improvement.



Research Projects (continued)

6

Washington Alliance for Quality Recovery Residences (WAQRR) Data/Outcomes Optimization

The Fletcher Group worked with WAQRR to better understand their house-level reporting processes and systems, identify strengths and areas for improvement in training and policies. Fletcher Group provided insights into the standard data collected from certified recovery housing providers in Washington, held regular trainings with providers, and ensured monthly data compliance with reporting requirements.

7

NET Recovery Long-Term Follow-up Study

The NET Device is an FDA-approved device to assist individuals with cravings during opioid withdrawal. NET Recovery and Fletcher Group conducted a long-term follow-up study of individuals from the initial clinical trial to determine the long-term effects of the device.

8

Faulkner County Evaluation

This project is an environmental scan of the recovery resources available to support criminal justice-involved people in Faulkner County, to support the informed development of new resources.

9

Latah Recovery Center Evaluation

To support the expansion of a regional Youth Crisis Center, a needs assessment survey was conducted to identify needs, service gaps, and barriers to access, alongside Idaho's Behavioral Health Region 2 Board.

Research Projects (continued)

10

Development and Validation of the Satisfaction Assessment for Recovery Housing (SARH-12)

Through work with state-level partners around recovery housing outcomes, the need for a recovery housing satisfaction tool was identified. The Fletcher Group recruited six state recovery housing networks to share the survey with homes where residents could complete them. This project is important as the evaluation of recovery support services is vital to ensure that we are able to expand and improve the quality of recovery support services. There is a lack of validated instruments to assess the effectiveness of recovery housing models – this project, completed and in the dissemination phase, aims to fill that gap through the development and validation of a new recovery housing satisfaction tool.

12

Virginia Recovery Courts

The recovery courts in four rural counties have implemented a unique fitness programming component to their recovery court program. In collaboration with the University of Kentucky, FGI designed and implemented a pilot protocol to evaluate early impacts. Data collection is underway.

11

Recovery Capital

This study examines the utility and usability of different commonly used recovery capital scales. As rural recovery organizations often operate with limited time and resources, it is essential that they use the most efficient and effective tools to measure program success. Further, the data collected will allow us to understand how recovery capital, SUD severity, etc., vary across rural and non-rural populations in the U.S. We are working to analyze and disseminate study findings.

Research Projects (continued)

13

Employment Coach Evaluation

To support the development of workforce opportunities for people in recovery, the Fletcher Group is offering Employment Coach Training to rural recovery home staff to teach staff how to coach clients through employment surveys developed for residents, house operators, and employment coaches. Our first cohort began in August 2024. Quarterly surveys were developed for employment coaches post-training to report the number of clients served/upskilled/employed, and it captures client and organizational level barriers and facilitators. New cohorts of employment coaches continue to be enrolled and evaluated.

15

Economic Assessment of Youth Smoking Prevention Programs

In 2025, the Fletcher Group collaborated with the Rural Center of Excellence on SUD Prevention at the University of Rochester and a graduate student at the University of Wyoming to create a cost-benefit model of youth smoking prevention interventions. The model quantified all of the economic benefits associated with smoking prevention as well as the costs of intervention programming.

14

Economic Impact Assessment of Recovery Interventions for Pregnant People

The Dartmouth-Hitchcock Medical Center Perinatal Addiction Treatment Program is a program designed to integrate a range of SUD treatment and maternal health services through meaningful collaboration between a multidisciplinary team in order to service pregnant people with opioid use disorder. In 2025, the Fletcher Group was approached by the program to conduct a cost-benefit analysis of their program. The cost-benefit analysis quantified both the economic benefits associated with maternal recovery but also the avoided costs of preventing opioid use during pregnancy.

Research Projects (continued)

16

A Survey of SMART Recovery in Rural Recovery Homes

SMART Recovery's 12-session Successful Life Skills curriculum is a low-cost, peer-led, evidence-based program designed to help people gain the knowledge and skills needed to achieve and sustain long-term abstinence and recovery.

Considerable research had been done to document the curriculum's effectiveness in other settings but not rural recovery homes. Funded by a generous grant from the Elevance Health Foundation, the Fletcher Group launched a major new initiative to not only make life skills training more widely available to recovery housing and support services organizations but to also evaluate its implementation and recovery-related outcomes.

At the end of December 2025, 80 recovery organizations had completed the 12-session Successful Life Skills curriculum, nine organizations were in progress of doing so, and 25 organizations had pending start dates.

17

Examining Reasons Underlying Recovery Housing NIMBY

In this study, we collaborated with Linda Thunström at the University of Wyoming to examine why people resist the establishment of recovery homes near where they live. (The phenomenon is often referred to as NIMBYism, from the acronym NIMBY for "Not In My Back Yard.") A national survey of the U.S. public created by the Fletcher Group examined data from over 1,049 participants. We found the main reason for RH resistance is safety concerns. Safety was the number one concern of all objectors. People in rural areas, however, cited concerns about available services and community resistance more often than their urban and suburban counterparts. The research paper that resulted is currently under review at the *Journal of Rural Mental Health*.

Research Projects (continued)

18

Recovery Housing MOUD Policies and Practices

Individuals seeking recovery support can have widely varying needs, including the need for medication-assisted treatment, often referred to as *Medications for Opioid Use Disorder* (MOUD). But despite the need to comply with the *American Disabilities Act* which allows individuals to use prescribed medications regardless of the disease being treated, many privately owned and operated recovery homes and programs do not allow MOUD for those with a Substance Use Disorder. Given the diverse needs of individuals in recovery and the finite resources available to them, especially in rural recovery homes, the Fletcher Group created a survey to assess the most common reasons given by faith-based recovery homes and programs to disallow MOUD. Results of the survey will be disseminated among all of the Fletcher Group Center of Excellence contacts. Based on the findings, we also plan to develop educational materials that can help recovery home operators consider the many benefits of MOUD and its possible inclusion to better serve residents and clients.

19

Kentucky Alternative Sentencing Worker Evaluation

Kentucky's Alternative Sentencing Worker program offers alternative options to criminal justice-involved individuals to the court in lieu of incarceration. The model provides motivational interviewing and case management to support full engagement in treatment programs. Fletcher Group conducted a secondary analysis of program outcomes, including characterizing who the program is serving, client needs, and effectiveness in the form of reduced recidivism, treatment plan compliance, and securing employment. Fletcher Group will also recommend future evaluation indicators to support future data collection efforts.

Research Projects (continued)

20

Paternalistic Donations in Support of People with SUD

In collaboration with economists at the University of Wyoming, this study examined whether presenting people in SUD recovery as having high or low agency impacts how much donors give in support of SUD recovery and how donors allocate donations across paternalistic and non-paternalistic aid.

Findings from this study suggest that donors have strong preferences for providing paternalistic rather than non-paternalistic aid when supporting a stigmatized population. Findings also suggest that communicating the personal characteristics of a stigmatized population may help increase donations, particularly if positive characteristics are (such as agency) are emphasized and donors have the option to provide paternalistic aid.

This study was published in 2025 in the *Journal of Behavioral and Experimental Economics*.

21

Optimizing Vermont's Recovery Residence Landscape

This project resulted from a contract between the Vermont Department of Health and the Fletcher Group to enhance the recovery residence landscape of Vermont, a predominantly rural state with almost 65% of the population living in rural areas.

Project objectives included the accurate collection of housing data regarding such things as capacity, outcomes documentation and reporting, and the possibility of recovery home expansion using a model called "braided funding."

Based on surveys of recovery home operators and interviews with community leaders, the Fletcher Group published and distributed in 2025 an official report describing in detail Vermont's recovery residence landscape.

Peer-Reviewed Publications

1

Barriers and Facilitators to Recovery Support Interventions in U.S. Rural Recovery Houses: Implementing the SMART Life Skills Program

by Madison Ashworth, David Johnson, Robin Thompson, Grace Clancy, Jennah Baier, and Jean Spielman, *Evaluation and Program Planning*, 2025

3

Engagement and Retention in a Motivational, Discovery, and Transitional Track-Based Substance Use Disorder Recovery Program: Evaluation, Facilitators, and Barriers

by Terry Bunn, Robin Thompson, Madison Ashworth, and Ernie Fletcher, *Substance Abuse Treatment Prevention Policy*, 2025

5

Identification of Retention in Oxford Houses and Other Types of Recovery Housing: A Scoping Review

by Joseph Ellis, Mira Mirzaian, Eleanor Sudduth, Maddison Ashworth, Robin Thompson, Dave Johnson, Lauren Robinson, and Terry Bunn, *Substance Use and Misuse*, 2025

2

Perceived Agency and Paternalism: Increasing Support for People with Substance Use Disorder

by Madison Ashworth, Linda Thunström, Klaas van't Veld, Robin Thompson, and David Johnson, *Journal of Behavioral and Experimental Economics*, 2024

4

Associations Between Drug Overdose Mortality and Recovery Ecosystems in the United States: A County-Level Analysis Using a Novel Index

by Amy Wahlquist, Stephanie Mathis, Laura Trull, Kusse Koirita Toitole, Andrew Howard, Ernie Fletcher, and Michael Meit, *Substance Use Addiction*, 2025



What Clients Say

"Finding the Fletcher Group opened the door. I don't know where we'd be without them."

"We're not winging it anymore. Thanks to the Fletcher Group, we now have the connections and expert advice we were missing."

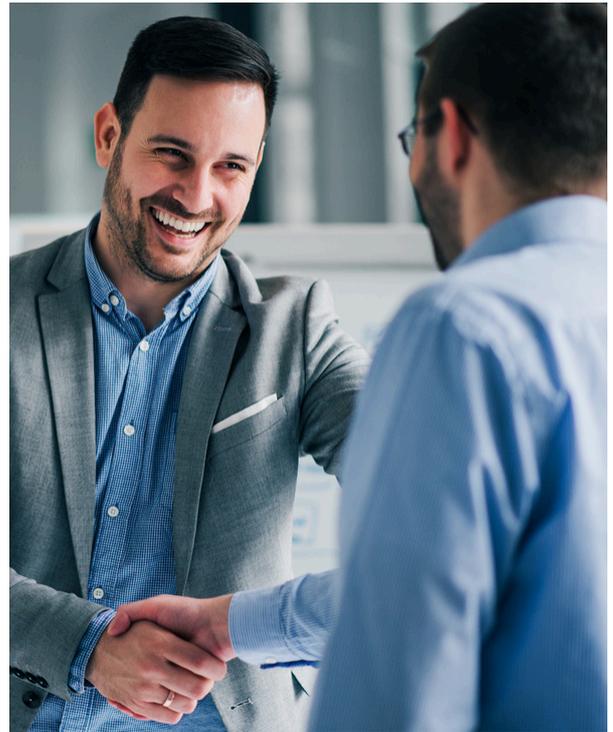
"We have momentum now. For the first time, we can see that this is going to work. But to be honest, we might still be stuck if not for the Fletcher Group. They've been wonderful."

"The Fletcher Group has been great. Every time we've met or reached out to them, they've responded very quickly and proactively."

"The beauty of the Fletcher Group is there's no ulterior motive. No matter who you are or what kind of housing you offer, their only goal is to make it the highest quality possible."

"The Fletcher Group model proves that the peer-support model is not only do-able but, in many cases, produces better results."

"It's such a privilege to work with the Fletcher Group, not only because of their real-world, on-the-ground experience but because they're so encouraging and supportive."



"Recovery Housing is more than boots on the ground and a roof overhead. The Fletcher Group knows that and it's one reason we've worked so successfully together. It's been wonderful."

"I just can't say enough about the Fletcher Group. I'm profoundly grateful that we've been able to work so closely with them this past year. It's made all the difference."

"We may make some mistakes along the way, but the important thing is to just keep doing our best while staying open to new ideas. The Fletcher Group is helping us do exactly that."



What Clients Say

(continued)

"The Fletcher Group saved us an unbelievable amount of time. It's all those technical things we didn't even think about because of our lack of experience. We have momentum now. For the first time, we can see that this is going to work. I don't know where we'd be without them."

"The Fletcher Group has been instrumental in helping us understand how recovery housing can be planned, developed, built, and sustained. We whole-heartedly recommend them."

"We've consulted with them non-stop and that's made all the difference. We simply wouldn't be where we are today without the Fletcher Group."

"Meeting the Fletcher Group was an 'Aha Moment.' When I heard Ernie Fletcher and Dave Johnson speak, I thought, 'Wow! This could be it!' It was clear they'd been asking the same questions and seeking the same answers we were. The difference was they already had a successful model in place."

"I really wouldn't have known where to start without the Fletcher Group's direction, encouragement, and connections. We simply wouldn't be where we are without the Fletcher Group."

"Because of the Fletcher Group, we have a much better understanding of the role recovery housing plays in the total system of care needed for wellness and recovery. Another key insight is that recovery housing is a bipartisan issue. The data showing its importance to recovery is simply too strong for anyone to ignore."

"It's been absolutely great. Every time we've reached out, the Fletcher Group has responded immediately. I haven't had them say no to anything yet as far as information, materials, handbooks, or guidance. I would recommend the Fletcher Group to anyone interested in a recovery housing model that really works."

"We'd been knocking on doors for a while. But we simply didn't know what we didn't know. The Fletcher Group changed all that. We're no longer in the dark. To hear them say, 'We can help you work out the financing, we can help you open doors, we've dealt with that before'—I can't tell you what a difference that made."

"From the moment we met the Fletcher Group we've been moving at warp speed—much quicker than anyone could have expected. It's amazing. The doors keep opening, the opportunities keep coming, and we just keep jumping in!"



Repurposing for Recovery Housing

With assistance from the Fletcher Group, Bayside Housing and Services purchased the Hadlock Motel in Port Hadlock on the Olympic Peninsula in Washington state and renovated it to provide permanent supportive housing for formerly homeless people with one or more disabilities.